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REMARKS

Harry:

This is a short paper which we have shared with the DCI and the DDCI on where we wish to go with the inspection function in the future.



*Good paper and good ideas*

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FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
James H. Taylor, Inspector General	6E18 Hqs.

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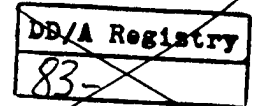
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The Inspection Function



- I. The inspection process is vital to the Agency and its people.
  - Management benefits from an occasional objective critique of component performance, leadership, staffing, and organization.
  - Agency employees benefit from periodically having the opportunity both to express their individual views and to be heard on matters of importance to them without fear of reprisal.
  - The existence of an inspection process reduces, both directly and indirectly, abuses of law, executive order, and regulation.
  - The Agency's credibility with Congress is enhanced by a vigorous inspection process, especially on issues related to our integrity.

II. The inspection process can also play an important role in developing the Agency's future leadership. Participation in the process reinforces the importance of "playing by the rules." Just as important, inspectors look at Agency components from top to bottom, hear all the views on how well they are performing, see both successful and unsuccessful management, and make recommendations for improvement. The inspection process provides an efficient learning experience. Too often, however, we share this experience only with people who are completing a final assignment or who have reached their full potential.

III. In recent years the OIG has had about   professional inspectors, mostly on rotational assignments, devoted to the component inspection program, investigations, and grievances. We believe this level of effort is about right. There has been constant gentle pressure on the Deputy Directors to nominate good candidates, but the fact is that most of our best inspectors have approached us directly. Despite recruiting problems, the quality of the staff has improved.

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Staffing the office with people who are both high-quality and perceived to be "on the way up" has, however, always been a problem. The most revealing test of directorate attitudes towards their people on rotation with us is, of course, the quality of the assignments they are offered when they return. Too few of our officers have left the staff for more prestigious line assignments; too often the reverse is the case. Inspector assignments are not viewed

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as being career enhancing. This central fact reflects on our ability to attract people who are moving up. Although lip service is paid to the importance of senior staff assignments, jobs in the Agency's line organizations are nearly always given higher priority; and the personnel involved receive greater career recognition.

- IV. Despite difficulties, the IG function should continue to be staffed primarily by people who are not permanently assigned. This helps take advantage of the accumulated wisdom and experience of people from the Agency's line components and makes effective use of the learning experience of a tour on the IG Staff. It also avoids creating a small permanent staff without opportunity elsewhere and without the basis for judgment which comes from personal management experience. It will continue to be desirable to have a broad mix of experienced people, with sound judgment and independence of mind, grade 14 and up, doing inspections and investigations.
- V. The leadership of our inspection teams, always a critically important function, must be given special attention. We should seek to have five or six senior people, some of whom might be at the office director or office deputy director level, with the OIG at all times to assume team leader roles. These individuals could come to us on final assignment; but we should also encourage people to take on these roles earlier in their careers whenever possible. We might seek to enhance the prestige of this assignment by calling these individuals Associate Inspectors General, and by seeking ways to increase their association with the DCI and DDCI throughout their assignment with us. They should be selected with an eye to their reputations and integrity, and it should be made clear that their basic responsibility is to help the Agency function better.
- VI. In addition to increasing slightly the number of potential team leaders, a very different mechanism for staffing the teams themselves could both improve attitudes toward the inspection function and, more fundamentally, enhance the usefulness of the entire process. I propose that we continue our use of officers at the SIS 1 and 2 and GS-15 levels as inspectors, but that we borrow more of them from their line assignments to participate in inspection teams, rather than accepting them on rotational assignments. I also believe we should draw from only those approximately   GS-15s currently ranked in Category I or II. To help make this arrangement palatable to the directorates, we could limit the length of such assignments to about four months. (We can also explore the feasibility of using some individuals in a more limited way for even shorter periods. We might, for example, borrow the DCOS in   to help in a future inspection of   Or a

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branch chief in the Office of Global Issues might be "borrowed" to help inspect SOVA.) To make either of these shorter term approaches workable, we would need to schedule most of our inspections at least eight months in advance, so that we could accurately project our manpower needs, and so that line managers could reasonably plan for temporary assignments of their people. Increasing our use of short-term staffing in these ways should make it easier to attract high-quality talent, and it should help us deliver a more credible and effective product.

- VII. A problem to be considered is the impact on component operations of borrowing quality people for short-term assignment to the OIG. We don't see this as too burdensome. Probably on the order of 10 inspectors would be assigned to us on this new "four-month" basis at any one time. The balance of our needs could be met by the five or six team leaders described above, by as many as 15 additional inspectors on longer term assignments, some doing inspections and some working on grievances and investigations, and possibly by the more extensive use of people for very short and specific assignments. At the present time there are about   officers who are Category I or II GS-15s, or SISers in grades 1 and 2. Use of the occasional highly ranked GS-14 would also help reduce the burden on components. The impact of this approach on any individual component will, of course, obviously vary with the timing of assignments, the specific individuals chosen, the component's workload, and other factors.

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In order for the IG Staff itself to function effectively with this new modus operandi, we would need to do everything possible to enable new members of the staff to perform well quickly. Among other things, we would need an effective two- or three-day indoctrination/training program, including attention to the "cultural adjustment" time required when people abruptly change job environments. We should continue to attempt to find ways to make maximum use of the inspector's time on substantive matters and to minimize their involvement in the nonsubstantive aspects of the inspection process. Most difficult, we would need an effective planning process, with careful consideration to the inspections we plan to do, their exact scope, and our manpower needs for each, well in advance. This will require more attention to estimating, as accurately as possible, how much time a given inspection will take. And it will require more arbitrary deadlines and judgments earlier in the process about the scope of each planned inspection. Needless to say, this "planning process" must allow for the addition, at the last minute, of a high priority new task at senior management request.

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- Tighten up on our reporting format, with more analysis, a minimum of descriptive material, and more attention to the tactics of helping management face tough issues effectively.
- IX. Finally, we should consider increasing the involvement of senior managers, particularly the Deputy Directors, in the IG process. A way to do this might be a twice-per-year review of proposed activities over the coming 12-18 months, with a projection of the kinds of manpower we might wish to "borrow." This could be combined with a status report on the numbers and types of investigations and grievances currently on our plate. Such a session would also help us "get the word out" on management and personnel issues we are seeing.
- X. Taken together, these changes could:
- Greatly increase the utility and credibility of the IG process to senior managers, office and division chiefs, and the Agency as a whole.
  - Enhance our credibility with our overseers.
  - Help solve our staffing problems, while contributing to the development of the Agency's senior leadership.
- XI. Assuming enthusiastic DCI/DDCI/ExDir support, the next steps are to:
- Discuss these ideas with the Deputy Directors.
  - Get senior management agreement to a specific plan of inspections over the next year; develop the staffing needs for each and talk to the Deputies about our specific people needs.
  - Consider "publicity" of some kind to explain the new approach to component chiefs.

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